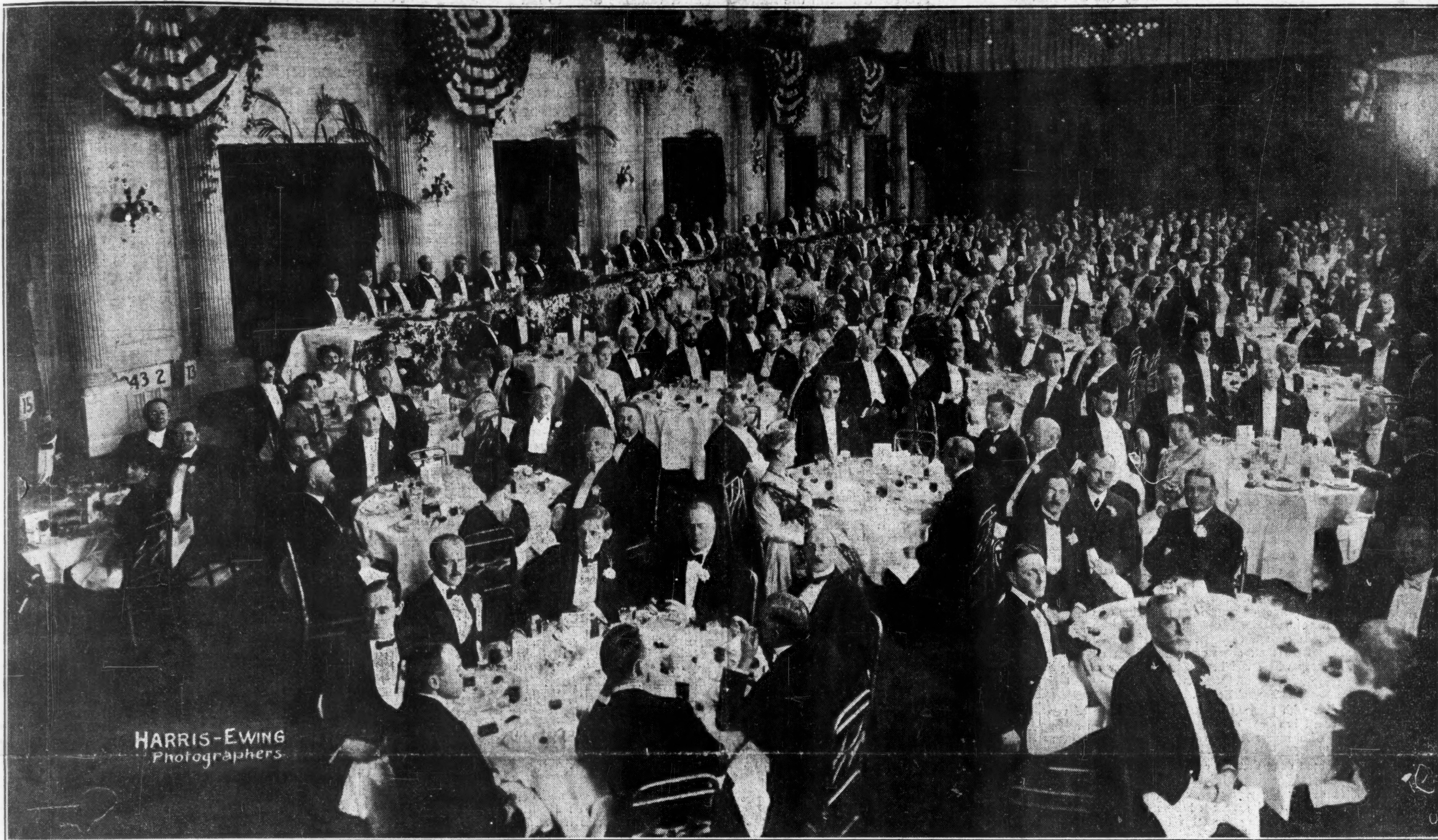


## First Annual Banquet of the Chamber of Commerce of the United States of America, Washington, D. C., January 22, 1913



### General Summary of First Annual Meeting

The first annual meeting of the Chamber of Commerce of the United States of America, which began with a meeting of the national councilors on January 20, came to an end at noon January 23. The delegates departed to their homes satisfied that this organization of organizations, this federation of business forces, is on a solid foundation, and prepared to report to their respective bodies the satisfactory character of the meeting in which they participated.

The feeling when the delegates assembled January 21 was one of inquiry as to what had been produced in the nine months that had elapsed since organization, April 22, 1912. The feeling of inquiry gave way to surprise, for men from all States declared that the organization work had been better than they had dared to hope. At adjournment they expressed astonishment at what had been accomplished by President Wheeler, from Chicago, by the board of directors in their various spheres, and by the Washington office. The praises of all officers for their self-sacrificing work during the exacting formative period of the chamber were on every tongue. President Taft, at the first annual banquet, deliberately turned aside from general matters to the specific praise of Mr. Wheeler.

The resolutions committee acted with great caution. Many suggestions regarding resolutions reached their hands—only six were reported out. A verbatim report of the statement of W. D. Simmons when presenting the resolutions is included here as evidence of the caution and the labor exercised in connection with the work of this important committee.

Mr. Simmons said:

Gentlemen, we have met your wishes in regard to the printing of the resolutions which will be submitted. I am going to ask the secretary to have them distributed.

The committee has done a good deal of work and considered a great many subjects, both those that have been submitted to us, and those that have been originated in the committee itself, and we have concluded, as I said here yesterday, that we had to consider carefully that in contrast with the usual procedure our resolutions mark not the end, but the beginning of the real activity of this organization and the working orders for the board of directors, or the special committees, to whom the different resolutions, or different work of the body, may be referred.

Perhaps I should say, first, so as to make it clear to you, that the committee assumes responsibility for these resolu-

tions. It has not simply acted as a channel to pass things through, but wants you to feel, therefore, no hesitancy in criticising the action of the committee for fear, perhaps, of criticising your board of directors. This is your creature, and we want you to feel at liberty to say what you please about it.

We have done considerable work. I have no prepared report explaining our work, because it was nearer 3 o'clock than any other time when we quit last night, and we were working up to about five minutes ago. But in our deliberations we divided the subjects that came up for discussion into two classes, one which we called "referendum matters," and the term possibly will illustrate what we mean; the other, "emergency matters." The referendum matters we are going to suggest to you are of such a nature that they should take the usual course in accordance with the rules and regulations laid down by your organization, and which we heartily approve. We think there should be just as few exceptions as possible, and particularly at this time, in the establishment of precedents. The emergency measures are those which apply to conditions of urgency, where the effectiveness of the action that is taken, if any is taken, will depend upon its promptness, and where that action will lack effectiveness if delayed.

Perhaps the best way to illustrate what we mean by emergency measures—and that was only a term for convenience in our discussions, and I want it accepted only in that light—is the resolution which I presume you all have now in regard to the Republic of China. It seems to us quite advisable that the action recommended by this resolution should be taken at this time. The government of China, the new republican government, as the result of the recent elections, will be definitely organized in a very few days, and it seems to us wise especially that this action should be taken at this time, and that it is a subject which the delegates here would be entirely ready to assume responsibility for, and as representing the different constituent members. The other subjects that we have for consideration I will read you in order, and at your pleasure, to act upon them one at a time. (The resolutions appear elsewhere.)

A further illustration of the determination of the first annual meeting to avoid all departure from effective routine was shown in the report made by the special committee of five appointed to take action in relation to the Pomerene bill (S. 957). Mr. Ludwig Nissen, of New York, was chairman. He reported as follows:

Mr. President and gentlemen, your committee of five, ap-

pointed with power to take action to obtain the passage of the Pomerene bill, beg leave to report that this convention adopt the resolution approved by the board of directors for presentation at the convention, reading as follows:

Whereas the fifth International Congress of Chambers of Commerce, held at Boston in September, 1912, adopted in substance the following resolution:

(1) That the congress approves of the legislation proposed in the Pomerene bill and urges its passage.

(2) That the congress approves of the cotton bills of lading central bureau for safeguarding cotton bills of lading against forgery.

(3) That the congress recommends to its permanent committee a consideration of the desirability of an international conference for the promotion of uniform laws governing international carriers, and,

Whereas the foregoing resolutions, being calculated to advance much needed legislation in behalf of safer bills of lading, have received the support of many representative commercial organizations; therefore,

Resolved, That the Chamber of Commerce of the United States of America, assembled in annual convention, January 21-23, 1913, recommends the passage of the Pomerene bill.

Resolved, That the board of directors be empowered to take such steps as in its judgment seem wise to secure the enactment of this legislation.

The committee make this report, and ask for its adoption. Here follow further extracts from the stenographic notes of the meeting:

President Wheeler: Gentlemen, you have heard the report of the committee. Do you wish to make any additional statement, Mr. Nissen?

Mr. Nissen: None other than this, gentlemen, that the

Continued on Page Two.

Never in the history of any country has any coalition of constructive forces taken place in a shorter time than has been the experience in organizing the Chamber of Commerce of the United States of America.

It was organized in Washington, April 22, 1912, and a board of directors chosen who at once realized the serious responsibility resting upon them. Three months were deliberately used in selecting the executive force. Not until August 5 was the Washington personnel complete.

The active campaign in building this federation of business forces for permanent work and the important annual meeting just ended has therefore been a little over five months in length.



## General Summary of First Annual Meeting

Continued from Page One.

committee took into consideration the fact that after the motion had been carried yesterday to submit this matter to a committee of five with power to act; they adopted these resolutions for the purpose of placing the responsibility for action of this chamber upon that power which, by the by-laws, is created for the purpose of carrying out the mandates of this chamber and placing it back into the hands of the board of directors, where it belongs. (Applause.) That is the only statement I wish to make for the committee.

Mr. Farquhar: I second the motion for the adoption of the resolution.

(The question having been put, the motion was carried.)

Mr. Nissen: Mr. Chairman, may I have your indulgence another minute?

President Wheeler: Mr. Nissen.

Mr. Nissen: In order to clinch the principle that you have just adopted by the adoption of these resolutions, the committee saw fit to offer this resolution:

"Resolved, That it is the sense of this convention that the power to make effective any action of the Chamber of Commerce of the United States of America should be confined to its duly elected board of directors."

The committee offer this resolution and hope it will be adopted.

(It was moved and seconded that the resolution be adopted, and the question being put, the motion was carried.)

President Wheeler: It fixes, as I can read it, no more than the carrying into effect of the laws which you yourself have approved for the government of your body. There is a question in my mind, from the point of legality, whether the delegation of the powers of a convention to a committee such as was ordered yesterday would be held strictly legal and in conformity with your own by-laws. This may establish a precedent that in the future will be a valuable thing to fall back upon, and I think if followed may save some grief in time to come.

The first annual banquet was a brilliant success. Three hundred and fifty sat down. The arrangement of guests around President Taft and President Wheeler was so noteworthy as to deserve special mention; for it resulted in bringing together in friendly co-operation as related to the great material interests of the nation, men famous in all parties and in the leadership of agriculture and labor. The men seated to the left of President Wheeler were in the following order: Dr. Charles W. Eliot, president-emeritus of Harvard University, and president of the National Civil Service Reform League; Hon. Oscar Straus, former Secretary of Commerce and Labor, and Progressive nominee for Governor of New York in the recent campaign; Hon. Walter L. Fisher, Secretary of the Interior; Hon. Francis G. Newlands, Senator from Nevada; Hon. John Barrett, director of the Pan-American Union; Hon. Henry D. Clayton, chairman of the House Committee on Judiciary; Mr. Samuel Gompers,

president of the American Federation of Labor; Hon. J. Francis Burke, Representative from Pennsylvania; Mr. A. H. Baldwin, chief of the Bureau of Foreign and Domestic Commerce; Mr. John H. Fahey, chairman of the executive committee of the Chamber of Commerce of the United States of America; Mr. John Joy Edson, treasurer of the Chamber of Commerce of the United States of America; Hon. J. M. C. Smith, Representative from Michigan, and Mr. E. A. Filene, representing the Chamber of Commerce of Boston. To the right of President Wheeler were the President of the United States; Hon. George E. Chamberlain, Senator from Oregon; Hon. Charles Nagel, Secretary of Commerce and Labor; Hon. Joseph E. Ransdell, president of the National Rivers and Harbors Congress; Judge Martin A. Knapp, of the Court of Commerce; Hon. Charles S. Barrett, national president of the Farmers' Union; Hon. James W. Graham, Representative from Illinois; Mr. David R. Forgan, of the Chicago Association of Commerce; Mr. A. B. Farquhar, vice president of the Chamber of Commerce of the United States of America for the Eastern States; Mr. J. Kirby, jr., president of the National Association of Manufacturers; Mr. H. E. Miles, of Racine, Wis., vice president of the Chamber of Commerce of the United States of America for the Mississippi Valley States; Maj. Rhodes, military aid to the President, and Hon. W. D. B. Ainey, Representative from Pennsylvania.

All sessions were characterized by marked reserve, every man realizing that the vital interests of the business world of America were involved in this first annual meeting, so that hasty conclusions, the desire to make records in discussions, the willingness to score points for the sake of personal exploitation, and the temptation to secure mushroom growth must be avoided in the annual meetings and the intervals between such meetings.

## President Wheeler Makes Board's Annual Report

You have had a board of directors during the year 1912 gathered together as a result of a session of two days, few of the men known to each other, some of them not even present at the meeting at which they were elected, and in the service which they have rendered to this chamber during the last year, little less than a miracle has been performed, not a miracle in the labor which these men have performed in your interest, but the miracle of a choice of men from all sections of the United States, with differing interests, representing different lines of commercial or professional endeavor, unknown to each other and yet coming together as a body in such firm friendship as a result of nine months' efforts that every member of that board will feel the keenest disappointment when its final adjournment takes place on the last day of this session, and just prior to the introduction of the incoming board. It only goes to show, gentlemen, that over and above and beyond all that comes of good from the value of the labor performed for commercial interests, the personal contact with men who are permitted to serve in such a capacity, the friendships, and the satisfaction that arises from that, are worth more than all else to them, and form a memory which will be pleasant to them so long as they live.

### No Formal Report.

If it stopped there, with pleasant memories, it would be of very little value. Your board has been extremely democratic. In asking the board what kind of a report it desired to make to this convention I found a disposition on their part to say, "Let us make a report after the things have been done that we can point to any say 'These are great accomplishments,' giving a brief outline only of the things we have undertaken during the past year, and not magnifying the work of this board, nor any of the work it has accomplished or tried to accomplish. Therefore, speaking for them I will not attempt to present to you a formal report of the board of directors, such as you might ordinarily expect as times goes on. I would rather tell you something of the more intimate experience of that board and the little story about how the work has grown under its hand, because, after all, in this our first annual meeting, it seems that will serve a better purpose than a formal report read from this platform, relating to certain things that can easily be ascertained by inquiry at the headquarters.

### Analysis of Membership.

There have been elected to membership in the Chamber of Commerce of the United States 280 organizations, representing forty-two States, the District of Columbia, the three territories, Hawaii, the Philippines, and Porto Rico, and one foreign country, the American Chamber of Commerce of the Levant, at Constantinople, and these organizations have a membership of 158,700. Two hundred and twenty of these organizations are local organizations, or chambers of commerce, or board of trade, characterized by us as the civic and commercial organizations of the country; sixty-one are national organizations, which, in the final analysis, are organizations representing a trade, or group of trades, and the dues of the 280 organizations amount to \$18,000.

### By-Laws Evolution.

At the time the organization committee placed in the hands of the board of directors the task of creating a great organization for your use and for your benefit, we were given a provisional set of by-laws, to be, as nearly as possible, the basis of action during the year, and the basis of the by-laws that should be, under the orders of the last convention, evolved by the board of directors for your approval. Clearly no wisdom would have been expected out of a group of men drawn together as the group was drawn in April, 1912, to forecast the needs of the Chamber of Commerce of the United States with so much certainty as to be able to lay down the fundamental laws of the organization in a manner requiring neither change nor amendment, and your board of directors found at the very beginning, in endeavoring to apply the laws and the rules which had been given to us as provisional matters, that there were certain inherent weaknesses which must be overcome, and certain governing laws which would not apply, no matter how hard we may try to do it, to certain classes of organizations whose membership was large in number, with a small annual due, and to whom the burden of the dues as fixed in the organization committee would have meant a real burden and a portion of their total income entirely beyond reason for us to ask them to give. And so we found that it was necessary to make changes in that particular, and changes in the particular of representation, as you will ultimately come to see, in the by-laws that are submitted for your approval, which by-laws have been adopted as a result of the meetings of this board of yours, every meeting taking the entire document paragraph by paragraph, section by section, article by article, redrafting and revising and studying its effect, and will be presented as the unanimous gift of the board of directors of 1912, as the best thought which they have to offer to you concerning the

governing laws of your organization.

Now, this board of directors, gathered together in the manner I have stated, met at the close of the conference in Washington last April, again in the city of Washington in June, again in the city of Boston in September, again in the city of Chicago in November, and again in Washington for several days preceding this meeting, and in the interim the executive committee representing that board not only met at the close of the organization meeting here last April, but again in the city of Chicago in May, and again in July at Plattsburg, New York, making in all nine meetings which have been held in nine months from the beginning of the organization to the present time. (Applause.)

The average attendance at our directors' meetings has been a very large quorum, about sixteen out of twenty-five directors, and the five officers who are ex officio members, and in one case our meetings ran to above twenty. It has been found very difficult for us to explore the attendance of directors to called meetings in the city of Chicago, where our country, where they are resident on the Pacific Coast, or in the far southwest, or on the Gulf line. These men have been just as deeply interested as any who have attended meetings of our board, and they have been kept posted by a printed docket in advance of the meeting, and by the printed minutes following the meeting, indicating exactly every step that has been taken by the board of directors, and each time a meeting was called and they were unable to come, the expressions of regret indicated the keen interest of these far away sections, and their great desire to be in the deliberations, but they recognized the utter impossibility of coming across the continent for a two or three days session. So that we have their co-operation and their interest and their support, although we may not have had their actual attendance at our meetings as often as we should have liked.

### Results of Field Work.

The field work that has been done—and that was one of the first tasks taken up by your board of directors—has been accomplished by the employment of one field secretary, Mr. E. F. Treitz, of Chicago, and by the voluntary contributions of time by Mr. Joseph P. Tracy, of Saginaw, Mich., and Mr. A. W. McKend, of Charleston, S. C., two gentlemen who, in the interests of this chamber, and out of the goodness of their own hearts, and in their own time—one man using his entire vacation and something more for the purpose, and the other one having the opportunity of leisure at the moment and tendering his services—traveled hundreds and thousands of miles in the interest of this chamber, and did you have to offer to you concerning the

## THE SESSIONS IN BRIEF

The first session, which was called to order by President Wheeler about 11 o'clock on the morning of January 21, was characterized by an interchange of thought on the part of Secretary Nagel, Senator Chamberlain, and Representative Clayton in relation to the great business problems of America. The speech of Secretary Nagel is printed in full. Senator Chamberlain delivered an impromptu address, speaking for the Pacific Coast and bringing to the Chamber of Commerce the greetings of the great section which he represents. He also gave time to dealing with the subject of the Panama Canal and its tolls, and expressed very strong convictions relative to the continued freedom of coastwise traffic from Panama Canal tolls. Representative Clayton, whose hearty indorsement of the desire of the Chamber for a Federal charter is printed elsewhere in this issue, provoked the session to much laughter by regarding Secretary Nagel's statement as a partisan Jeremiah. Mr. Clayton made a strong argument relative to the service rendered to the country by the existence of two strong political parties with different convictions regarding national policy. The response to these various addresses by John H. Fahey, chairman of the Executive Committee, was brief and to the point, and led the thought of the session, naturally, back to the business to be transacted. Then followed the minutes of the organization meeting held in April, 1912; the report of the Board of Directors on rules for conduct and procedure in the first annual meeting, and the appointment of committees on credentials and resolutions.

### COMMITTEE ON RESOLUTIONS.

WILLIAM H. SHUART, Board of Trade, Springfield, Mass.  
WILLIAM H. DOUGLASS, New York, N. Y.  
E. L. ADAMS, Atlanta, Ga.  
JOHN W. PHILIP, Dallas, Texas.  
WALLACE D. SIMMONS, Philadelphia, Pa.

R. O. HAWKINS, Indianapolis, Ind.  
J. W. LUCAS, Winona, Minn.  
AARON GOVE, Denver, Colo.  
PAUL P. CARROLL, Chamber of Commerce, San Francisco.  
H. H. JOHNSON, Cleveland, Ohio.  
JOHN KIRBY, Jr., Dayton, Ohio.

### COMMITTEE ON CREDENTIALS.

HOWARD H. DAVENPORT, Somerville, Mass.  
E. NELSON BENNETT, Wilkesbarre, Pa.  
GEORGE T. LEACH, Washington, N. C.  
M. B. TREZEVANT, Progressive Union, New Orleans, La.  
C. D. MORRIS, St. Joseph, Mo.

ALFRED H. MULLEN, Chicago, Ill.  
J. M. GUILD, Omaha, Neb.  
E. M. OLSEN, Kansas City, Mo.  
E. C. GILBERT, Portland, Ore.  
GEORGE T. LEACH, Washington, N. C.  
JUSTUS H. SCHWACKE, Philadelphia, Pa.

At the second session the Committee on Credentials reported that there were no irregularities. The report of the National Council, which had met on January 20, was favorable to the general programme as printed in the last issue of The Nation's Business. The National Council also reported the names of the Nominating Committee.

### NOMINATING COMMITTEE.

California—Paul T. Carroll, San Francisco.  
Colorado—Aaron Gove, Denver.  
Connecticut—E. H. Johnson, New Britain.  
Delaware—Howard S. England, Wilmington.  
Georgia—Charles G. Edwards, Savannah.  
Illinois—Rush C. Butler, Chicago.  
Indiana—Frank McAllister, Indianapolis.  
Iowa—J. M. Callender, Des Moines.  
Louisiana—Leonard Krower, New Orleans.  
Maine—Charles M. Stewart, Bangor.  
Maryland—C. Wilbur Miller, Baltimore.  
Massachusetts—E. A. Filene, Boston (chairman).  
Michigan—J. H. Skinner, Grand Rapids.  
Minnesota—Douglas A. Fliske, Minneapolis.  
Missouri—J. L. Messmore, St. Louis.  
Nebraska—J. M. Guild, Omaha.  
New Jersey—M. F. Quinn, Rahway.  
New York—E. B. Carhart, New York City.  
North Carolina—George T. Leach, Washington N. C.  
Ohio—A. H. Noah, Akron.  
Oregon—C. C. Gilmer, Portland.  
Pennsylvania—William H. Stevenson, Pittsburgh.

Rhode Island—E. J. W. Proffitt, Providence.  
South Carolina—A. W. McKend, Charleston.  
Tennessee—R. M. Gates, Memphis.  
Noncontiguous territory—Sidney M. Ballou, Honolulu.  
Virginia—R. T. Watts, Jr., Lynchburg.  
Washington—J. D. Loman, Seattle.  
Wisconsin—Walter P. Bishop, Milwaukee.  
Noncontiguous territory—Sidney M. Ballou, Honolulu.  
Hawaii.  
American Chambers of Commerce in foreign countries—John C. Uhrlaub, New York City.  
To represent national trade organizations—Barnett Andrews, Chattanooga, Tenn.  
Frank Bateman, Greenloch, N. J.  
W. M. McCormick, Baltimore, Md.  
Homer McDaniell, Cleveland, Ohio.  
George A. New, New York City.  
C. H. Prescott, Jr., Cleveland, Ohio.  
Edward Schmidt, Philadelphia, Pa.  
J. H. Schwacke, Philadelphia, Pa.  
E. C. Gilmer, Portland, Ore.  
W. E. Wells, East Liverpool, Ohio.

Elsewhere is printed the report made by President Wheeler for the Board of Directors. The treasurer's report for year ended December 31, 1912, showed receipts of \$43,988.99, disbursements amounting to \$40,046.61, leaving on hand a balance of \$3,931.38. The report of the Committee on By-laws is not included here, as a perfect copy of the by-laws will shortly be placed in the hands of all constituent members.

The third session was held on Tuesday evening. Five addresses were delivered. The Hon. Carter Glass, of Virginia, chairman of subcommittee of House Committee on Banking and Currency, spoke on banking and currency reform. His speech was intended to set forth the problem rather than the remedy. Mr. Wilbur J. Carr, Director of the Consular Service, gave an admirable technical survey of the changes that had taken place in the service and of the resulting increase in efficiency. Both of these speeches will appear later in a complete report of the meeting.

The above speeches, each dealing with one definite subject, were followed by three speeches defining the viewpoints of three men relative to the place of commercial organizations in national development. The speakers were E. A. Filene, Vice President International Congress of Chambers of Commerce, Boston; Frank W. Noxon, Secretary Railway Business Association, New York City; M. B. Trezvant, President American Association of Commercial Executives. These speeches shed valuable light on commercial organization work and will be made part of the next issue of The Nation's Business.

The fourth session was held on the morning of January 22, and took up free discussion of a permanent tariff commission, the recognition of the republic of China, the Pomerene bill, and the Page bill. Resolutions regarding each of these will be found in other portions of this issue. The action relative to the Pomerene bill will be found in the introduction on page 1.

On the afternoon of January 22 a reception was tendered to the delegates and their ladies by the President and Mrs. Taft. More than five hundred guests were received at the White House, and subsequently entertained at tea. The occasion was delightfully informal, and a large portion of those present had opportunity for personal conversation with the President.

The first annual banquet, held on Wednesday evening, January 22, is mentioned in the introduction to this issue. The speeches of President Taft and Dr. Charles W. Eliot are included in full. Hon. Champ Clark, Speaker of the House, had consented to address the gathering, but was at the last moment prevented from being present.

The fifth session, on Thursday morning, January 23, listened to a very careful and convincing argument on the part of A. S. Caldwell, of Memphis, relative to the Mississippi delta and its needs, ending with a call for sympathy on the part of the rest of the nation in meeting the problems that result from overflows and breaks in the levees. Mr. Caldwell's last statement was as follows: "I hope your hearts are touched by the misfortunes of so many of your fellow-citizens, but just now I am not appealing for sympathy alone. If it is your purpose to become the source of information, with respect to new opportunities for trade expansion, the protection and development of this great territory—larger than two European kingdoms and as large as four of our Atlantic coast States—should be your concern, and I ask you to make it your cause."

Subsequent to this address, the report of the Committee on Resolutions was received and acted upon. Thereupon, the first annual meeting was declared adjourned by President Wheeler. The various delegates stayed in the meeting room of the New Willard for more than an hour subsequent to adjournment talking over the great first annual meeting in which they had just participated.

On the afternoon of January 23 the newly elected directors met to organize. The following vice presidents and executive committee were chosen: Vice presidents—J. N. Teal, Portland, Ore.; W. D. Simmons, St. Louis, Mo.; H. E. Miles, Racine, Wis.; A. B. Farquhar, York, Pa. Executive committee—John H. Fahey, Boston, Mass., chairman; Frederick Bode, Chicago, Ill.; John Joy Edson, Washington, D. C.; W. D. Simmons, St. Louis, Mo.; August Vogel, Milwaukee, Wis.; E. P. Wells, Minneapolis, Minn.; John W. Philip, Dallas, Tex.; W. A. Marble, New York City; R. G. Rhett, Charleston, S. C.; A. J. Logan, Pittsburgh, Pa.; C. K. Boettcher, Denver, Colo. After organization the directors took up for discussion the various resolutions that had been referred to them and remained in session until late in the evening. They were in session again on January 24, and finally adjourned at 3 p. m., to meet in Washington again some time in February.

## President Taft's Speech at the Annual Banquet

The address of President Taft at the first annual banquet of the Chamber of Commerce of the United States, January 22, 1913, was received with immense favor. His idea of a school for secretaries will be brought before the commercial organizations at a very early date. His address follows in full:

It is a great pleasure to be present at this first annual dinner of the National Chamber of Commerce. Your president has been good enough to treat it as a work of the present administration. I am glad of that. I am just about to move out of the White House, and am looking about to make a distinction between those things I can take with me as peculiarly belonging to the person who has lived there for four years and those things that I have to leave as belonging generally to the nation, and in a similar way anything that can be attributed to the particular administration, as distinguished from that ordinary course of business that is of necessity and does not belong to the credit of administration, I am now engaged in trying to select for the pleasures of retrospect. And it is a great pleasure to look upon this audience and think of this institution, not as a "baby" of the administration, but as a full-grown man, springing into being under influences that prevailed during the four years that I have had the honor of being at the head of the government.

### Secretaries Straus and Nagel.

My friend and associate and supporter, who is really, so far as any member of the administration is entitled to any credit, entitled to it, my brother Nagel, says that the germ of this association is to be traced back to a man named Pelatiah Webster—not Daniel—who first proposed the Constitution of the United States, and he thus carries its inception back to the last century. Well, it may be it has to go back so far as that, but I don't think that brother Webster should be exalted particularly for that suggestion, for it was not carried very far. Our friend Secretary Straus is really entitled to the suggestion of the germ of the association, which was not carried on to completion for one reason or another. It happened in this administration that it was again taken up, and it now has come to a successful life. And I congratulate the association that it is so. Secretary Nagel entered upon it with the courage of a man who believes that he has an idea that ought to germinate into something useful, and certainly he has been vindicated by what has happened.

### Work of President Wheeler.

I don't intend to make any individual distinctions, but it was a great, good fortune that brought to the choice and opportunity for choice of this association the present president of the association, President Wheeler. I have heard it intimated that he thinks that one year and one term is enough. Now, I am no third-termist. The fact is I don't seem to be a second-termist. But there is a time in the life of a movement, in the life of an organization like this, a crisis when the continuance of the man who has given the most impulse to its life is essential that it should be a success. Now those of you who have come into contact with Chicago men have doubtless had the same feeling that I have had (I have had two or three of them in my Cabinet), a sort of resentment at the assumption on their part that no good can come out of any place but Chicago. I am bound to say that they are vindicated in so many respects that nothing but a proper obligation to keep their heads down to a proper size prevents my admitting it. And in this instance we may as well admit that we found at the head of what was then perhaps the greatest commercial organization in the world, in Chicago, a man whom Chicago's perceptive genius had selected as the man to lead that organization, ready and fitted to head and carry to success a national organization of this kind. Now, are you going to let him go? (Cries of "No.") Well, of course you are not; and he has too strong a sense of duty—I know that without talking to him at all—that when the call is made there is no question, although he with his modesty, differing somewhat from the ordinary Chicago modesty, may not think it is necessary, sees that it is necessary in the opinion of all his associates in this important movement and this great organization that he should continue to be its head at least for another year (and I should say at least for a term of four years), he has too strong a sense of duty to decline reelection.

### Commercial Patriotism.

What is the purpose of this organization? It has come on at a time when the opportunities for making an organization like this seem to me to be especially useful. I have been surprised in going about the country—and when you go about the country you learn a good deal you did not know before, especially on a speaking trip, when you meet the local committees—to find that there is no town and no village too small that it does not have either a Board of Trade or a Chamber of Commerce. It may not have any commerce and it may not have any trade, but it always has a Board or a Chamber. It is the expression, on the one hand, of a hope, and on the other hand, of a determination to organize into effective operation and expression and influence upon public opinion in the community where it is organized of the enterprising citizens, whoever they are, whether they are druggists, or doctors, or ministers, or lawyers. It is for the purpose of concentrating into one organization the best influences of the town for civic development, and they call it a Board of Trade or a Chamber of Commerce. Now there is not any reason why those organizations should not be units that go to make up together, with the larger organizations of larger towns and cities where there is real trade and real commerce, the constituency of this great organization; and I speak of the movement for the purpose of showing the power that this national organization has by the referendum to all these organizations to gather from them the best public opinion that there is, in order to influence the legislation of the country, so far as that may be properly influenced.

There is a great deal to do in every legislative body. There is a

Continued on Page Four.



## PERMANENT TARIFF COMMISSION.

Whereas the tariff is fundamentally an economic question, affecting directly or indirectly all industry and commerce and all citizens, for which reasons the tariff policy of the nation is and must always be a political issue, to be determined by the people at national elections; and

Whereas the adjustment of the tariff schedules to the tariff policy of the nation, on the contrary, is essentially a technical problem, vitally affecting all industry and commerce and demanding for its proper solution complete, accurate, and impartial knowledge of all the essential facts relating to the tariff, and the use of the tariff schedule; and

Whereas Congress, in which alone is vested the lawmaking power, should have at its service, to aid it in framing the tariff schedules, a permanent and competent body of trained and impartial experts, for the purpose of gathering, analyzing, and tabulating all of the vast amount of technical and statistical data needed for the intelligent understanding of the many and diverse interests affected by the tariff;

Now, therefore, be it resolved, as follows:

1. That the issues thus involved are peculiarly within the scope of the proposed and active Chamber of Commerce of the United States of America, and should be submitted by referendum to the constituent members in order thereby to ascertain their views and to determine the policy of the chamber.

2. That the proposition so to be submitted is to the effect that Congress shall be urged to create a permanent body of experts to gather, investigate, and tabulate technical and statistical facts of all kinds pertinent to the tariff schedules, both in this and other countries, and to report thereon, from time to time, to Congress when and as it may direct, its reports to be referred to Congress as a basis of making of tariff schedules, and available to the President for his guidance in his consideration of tariff bills and of proposed commercial treaties with other nations.

3. That this resolution be referred to the board of directors for submission to the constituent members of this chamber to ascertain their views thereon—*Resolution adopted at the first annual meeting of the Chamber of Commerce of the United States of America.*

It is essential to our national self-respect as well as to our commercial expansion that the personnel of the consular service be in the highest degree efficient. In recognition of this fact, by executive orders, President Roosevelt established and President Taft extended regulations providing for promotion for entrance into the consular and diplomatic services and for promotion from grade to grade. The increase of efficiency of our consular service, due to these orders, is beyond question; their revocation or suspension would retard the commerce of the country, and prove of serious injury to its business interests. They should be given recognition, standing and permanence, as measures of the highest importance, by the first annual meeting of the Chamber of Commerce of the United States of America.

The method for the selection of committees in the Chamber of Commerce of the United States of America was fully explained on page 8 of The Nation's Business of January 20.

Much progress was made by the Committee on Committees, H. E. Miles, chairman, during the first annual meeting, and announcements of the personnel of various committees as completed will be made in future issues of The Nation's Business.

The suggestion made by President Taylor that the representatives of the commercial bodies in the United States, including Chambers of Commerce, Boards of Trade, and the like organizations, should call a meeting at Washington for the purpose of discussing the problem in a similar kind, was timely and valuable. The meeting afterward held here in Washington, participated in by nearly all the delegates from these commercial bodies, was a most successful one and had in view the accomplishment of great public benefit, and much good to come from that initial meeting if the suggestion was suggested at the time it became known.

Now you have started, you have the money, the knowledge, the courage and the ability to carry out the program of adjustment. If you persist in using your position I have no doubt that you will succeed in getting a charter from the United States Congress and in overcoming the constitutional objections raised to the national organization, based in the consideration of interstate and international problems should have at least the due authority for holding meetings and conferences. I will tell you that I do not persist in this with respect to the preferences for the Department of Commerce and Labor. I cannot get them, and I am not going to get them. I will be a secretary who, unlike myself, will not have to brag of the fact that during the last year he did not spend a cent of the money of the Government. That is not fine financing—doing nothing. But we have it started. We have the Department on the map. (Applause.) I will not brag of my right to demand doubling his appropriations the first year, but I am doubting it again the next year, until

department in the United States.  
(please.)  
there is no rhyme nor reason in  
present position. Ask it and you  
have it.

to be an affair of the State, but because of the efforts of our various commercial and industrial organizations and the sincere information with reference to our institutions, to every kind of commerce, every trade and every industry. In short, by obtaining of information for public use regarding our various industries, by engaging the activities of our American people. This information will cover production and selling throughout the world. Even commercial and industrial organizations will be benefited by this information and the public generally will also benefit, and it will be of use to those engaged in our multiplied business endeavors. This organization and its work will be of benefit to our people at home, but will be of benefit to our people in the extension of our foreign trade in our agricultural, manufacturing, and mining products.

For my pleasure to indulge in a foreword as to what may be said by you during your meeting, and I have confidentially hazarded a prophecy.

*Felicitations to President-e*

**R**esolved, That the President of the Church of the United States be requested to

upon the high honors accorded to him by the  
together with an expression of the earnest desire  
to be of service to the incoming Administration.

Adopted unanimously by the delegates of  
ing of the Chamber of Commerce of the Uni  
January 23d.

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**THE PARCEL POST.** What is the reason we have only just got a parcel post, Mr. President? I saw the parcel post of Switzerland hard at work all over the republic in the year 1864. It was a perfect system. It has been the only one in the world that has been able to create for China a stable revenue. China needs at this moment both a George Washington and an Alexander Hamilton (applause), and they have been unable to find.

And so in regard to many other Republican and Democratic difficulties which have been alluded to to-night, I had to wait in this country for thirteen years after the close of the civil war in order to teach millions enough of our people that we had better get back on to a gold currency. Little Japan came along many years afterward, with an imperial organization, with government in the hands of a few. How long did it take them when they set out to get from silver to gold? A year and a half. They did not have to teach the millions of population of Japan that fiat money would not work, that irredeemable paper had no value. How slow were Republicans or Democrats a bad thing? That depends on your conception of what government is for, what free institutions are for. They are for lifting the mass of the people out of intelligence by education by public schools, by finally to the right conclusion and learning from that conclusion what they had better try next time in some other public policy.

Sometimes I think that out of liberty come great, serious, dangerous evils, in the administration of public affairs. Not all is good that liberty brings. But do we not all still hold that liberty for the individual is the most precious thing to the progress of mankind, that liberty is the greatest sentiment on which the American people have been developed, and to be developed—liberty for all men and all women? One can see in Oriental countries the consequence of denying liberty to women. Liberty is the foundation of American life, and it remains so in spite of our recognition that from liberty grow great evils.

Now, thinking of this new organization of business men as a teacher, what may we hope that you will teach? There must have to be a selection. So many things must be left out. I think highly of this sort of teacher, to begin with. There was lately in China a new government created, the achievements of it most remarkable and astonishing in the short time it has been maintaining a precarious existence, and most extraordinary social changes have been effected. The government has been governmental changes as well; but the life of the government is precarious, and the chief reason is that they have not got the business men that in public

**ect Wilson.**

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**of this organization**

**the first annual meet-**  
**d States of America**

Here is a job for this new Chamber of Commerce. I submit that you have every possible reason for going at this job with vigor, insistence, determination. Every good business, every small business of this country is dependent upon governmental agencies. There is not a business in the country, not the farmers' business, not the miners' business, no banking business, of course, or manufacturing business—there is not a business in the country that is not dependent on the United States post-office, and there is the post-office of the United States organized in the United States post-office department in the organization of the business service. Here are already the higher posts, first-class, second-class, third-class postmasters, all spoils. The appointments are

There is the great collection of the internal revenue. Again, all the chief officers in that service are patronage appointments, nothing else. You know—you must know—how inadequate those services must be, when the heads of all the departments of the services are not men selected for merit, competency, and appropriate experience. I say, therefore, that you have the keenest interest in setting to work to get this thing remedied in the national service.

**Business Regulations.**

But not only is business dependent on governmental agencies, on their fidelity, integrity, and intelligence, but many businesses of this country, and some of the most important, are getting to be very closely regulated by governmental agencies. For instance, the Bureau of Corporations takes the Interstate Commerce Commission. Do not those agencies touch, and touch very nearly and critically, all the business of this country? Is it not the interest of every business and of every business man to have the heads of these commissions and bureaus should be competent, proved, men, of proved intelligence for that purpose, but that all their subordinates should be so selected that there should be a career for young Americans from early life to late life in the services I have

Then, again, there are various agencies in the national government which were intended to promote business, business abroad, as well as business at home. The consular service has always been a part of the kind of agency that is intended to promote business, to further American commerce all over the world, and you have in the Department of Commerce and Labor another example of the creation of government departments intended to promote business, to increase the efficiency and the profits of American business. And yet these establishments, these agencies, these departments, these heads, all the higher officers, are still supposed to promote business, to bring about a change of administration. The wrong principle which has prevailed in the organization of our civil service since Jackson's time persists still. A good many people think that civil service reform has been effective. It has not. It has not touched the subordinate places in our government; it has not touched the higher places.

I believe it is intensely for the interest of American business, for business men to take hold of this great reform, this much-needed reform in the national civil service. And the need is not limited to the national service. The same need exists in our State governments and our municipal governments.

**Civil Service Development.**

But you may say this is not an evil that this chamber can successfully attack. I do not think so. In our experience there has already been accomplished a considerable education of the American people on this subject. Take, for example, the illustration, the vote of the State of Illinois, putting, by a large majority, civil service reform into the law of Illinois, and lately a heavy majority in Ohio for the same thing, putting this reform into the constitution of that State. Under the influence of this commission form of government include civil service reform, not always perfect; there are different commission charters, and they differ in the adequacy of the civil service commission provided. But that again shows a general trend of opinion, and a general merit system as distinguished from the patronage system.

I believe you can effect, through the action of this chamber, this great ethical reform, this great business reform; and I believe that this movement will have several times been said to-night, is not likely to be durable, or, in the long run, profitable. You have all witnessed a very great reform in the ethics of business within the last ten years, which has been several times alluded to to-night. You have witnessed a great humanitarian movement within the lines of business itself. You have every encouragement to believe that you can bring about this great reform in the national service, State services and municipal services.

You may perhaps say there are relatively few, compared to the masses of the voters. But have we not had the same thing again and again? The demonstration that the voters will, after a time, follow leaders who grasp the real situation, and are influenced by fine, strong, ethical purposes? Now, you grasp the situation. You are the leaders. You are influenced in the conduct of your business and in your patriotic hopes by firm ethical purposes.

**R**esolved, That the President of the Chamber of Commerce of the United States be requested to personally convey to President-elect Wilson the felicitations of this Chamber upon the high honors accorded to him by the American people, together with an expression of the earnest desire of this organization to be of service to the incoming Administration.

*Adopted unanimously by the delegates of the first annual meeting of the Chamber of Commerce of the United States of America January 23d.*



## President Taft's Speech at the Annual Banquet

Continued from Page Two.

great deal to do in any legitimate view of the functions of Congress. In the minds of a good many there is a good deal more to do by Congress than Congress ever ought undertake to do. In other words, I think one of the errors into which we are likely to fall in this generation is the idea that the government ought to do everything, and that individuals ought to do comparatively little until the government has foisted them into position where they can do it easily. But under any conditions, there is a great deal for Congress to do, and more than it can or will do. And therefore one of the important functions of the leaders of Congress is the selection of what is to be done in addition to the appropriation of money enough to run the government, and it is in that selection of the issues to be presented and argued out that I conceive that this organization will have its most important function. The natural bent of Congress will be to take up those issues the settlement of which will offer an opportunity to go to the country and say: "There, we have done this most popular thing for you, and send us back." Now, I am sorry to say that it does not always follow that an issue of that kind is the one to which Congress ought to devote its chief attention. Take, for instance, the question of banking and currency. I am speaking to a commercial body. I am speaking to men who know what the function of banking is and what the function of a currency is, and I venture I will encounter no denial when I make the statement that there is not anything in the whole range of national legislation that more directly affects the welfare of the poorest and less fortunate in the country than the adoption of a sound financial banking and currency basis. And yet its character is so complex, it is so far removed, apparently, from the welfare of the working-man, that he says, because he has so little money, "Why should I bother about the principles that govern the great collections of money in banks and in the government?" And so it becomes important that there should be brought home to him and to Congress itself the fact that that issue ought to be taken up and settled as perhaps the most important issue that we have, in spite of the fact that it may not offer itself as a good subject for discussion on a platform to carry a crowd with you when you are hunting votes.

### Civil Service Reform.

And there is another subject—I am not going to invade the territory or the speech of my friend, President Eliot, but here is the subject of civil service reform. We have gotten along pretty well in that regard. We are gathering, generally, everything that is lying loose under the classified service of the civil service law. But there are some things that do not lie loose. Now an order made in October putting fourth class postmasters under the classified civil service, has attracted considerable criticism. I am not prepared to say that the criticism has not some foundation in this: That under a succession of Republican administrations, when there was no restriction as to how those postmasters should be selected, Republicans have been given these offices. It is possible that during the late upheaval the definition of what a Republican has been changed so that there is a division now among those postmasters into Republicans and Bull Moose sufficient to say that their being put under protection of a classified service is not altogether a movement solely in the interest of one party. But it is true that they are generally non-Democrats, and it is natural, therefore, that Democrats coming in with party spirit should feel that an order like that was not fair, because it classified for the benefit of one side only.

I have been patient, therefore, with the delay in adopting my proposition that all local offices—collectors, postmasters, surveyors, all who play any part in the local administration of the government, who are now appointed by the President and confirmed by the Senate—should ultimately have their method of appointment changed so that they may be appointed by the President and then by him put in the classified service. Now without breaking any confidence of my successor, I venture to think that after two or three years those local offices will have changed their political complexion to such an extent that they may be put then in the classified service without including any injurious number of Republicans, and that thus the swing of the pendulum may ultimately bring all those local offices, and indeed the chiefs of bureaus and everybody, as in the English system, within a permanent tenure, except those secretaries and under-secretaries who exercise guidance in the selection of policies and should change with each administration. This is perhaps a radical change, but we have come quite close to it now. We have a consular system and a diplomatic system that has civil service reform features in respect of every office but Ambassadors and Ministers. You gentlemen know the importance of having a good consular system. You know it will break into the business of the country to put a lot of mere tyros into that system. Now it is not protected by anything entirely under a classified system, but an Executive order and an enabling law. It can be changed into a spoils system by revoking an Executive order. Now your influence will be needed to back up the incoming President in preserving that system and continuing it to be as useful as possible and making it a great deal more useful for the benefit of the country. That is a very important matter, although it does not appeal loudly as an issue to the people and does not make food for stump oratory.

### Urges Economy and Efficiency.

Then here is the question of economy and efficiency. You know as business men that it is necessary after you have run a business for 125 years on a basis adapted to a capital that was very small and a scope of business that was very narrow to reorganize and adapt your departments and your executive organizations to a larger field and a greater responsibility. Now we have not had in the history of the country any such reorganization. We ought to have it, and we have now a Commission on Economy and Efficiency that are making their recommendations with a view to that change. I don't say that their recommendations are perfect, but I do say that they are men who know what they are talking about, who have had great experience in business and in government, and their recommendations are entitled to consideration, whether you reject them or not. We ought to take up their recommendations and pursue a course of reaching the best system of government that we can devise. Of course, you cannot run a government as you run a business, because a government is very different. It is not a money-making arrangement. But there are certain general principles that are common to both. And wastefulness, considering what the purpose of government is, can just as well be excluded from government as it can from business, and duplication of functions, duplication of bureaus can all be eliminated if we will only go about it in a plain, ordinary, common-sense, business-like way.

But the difficulty is that it is hard to fix the attention of Congress upon such a topic. They are more concerned with issues which will affect their re-election. This is inherent in popular representative bodies. We have to recognize it as being always present and spend time deploring it. It will always be present. It is inherent in popular government. It is one of those penalties you have to pay for the great

## THE REPUBLIC OF CHINA.

We regard the foundation of the Republic of China as having deep international significance and as calling for the sympathy and co-operation of all civilized nations whose experience in modern methods of government can aid the Republic of China in meeting her vast problems of readjustment.

Therefore, the Chamber of Commerce of the United States of America unanimously commends our government for having been prompt to recognize the provisional government of China, and urges early recognition of the permanent government now about to be organized.

Resolution adopted at the first annual meeting of the Chamber of Commerce of the United States of America.

## President Wheeler Makes Board's Annual Report

Continued from Page Two.

man service, and secure many applications as a result of their work. (Applause.) You will be interested to know that these three gentlemen visited 117 cities, and these visits were made, all of them, subsequent to the middle of June. They visited 117 cities and traveled, in the aggregate, 22,000 miles. Of the 117 cities visited, 80 of the organizations represented forthwith sent their applications to the chamber (applause), and twelve are still in abeyance, but are promised. So that you can see the result of 117 efforts, more than 100 successes recorded.

### The Chicago Office.

There were sent out from the Chicago office, which was the membership office of the chamber during the past nine months, 23,500 pieces of literature to all parts of the United States, to every organization of which we had or could obtain any knowledge, no matter how small the city, no matter how small the organization, in order that they might, in their remote communities, have an absolute and clear knowledge of the Chamber of Commerce was endeavoring to do, and especially of the democracy of the organization. From that office also there have been sent out during the nine months more than 6,000 letters, in answer to correspondence and originating correspondence with the United States, were likely to be interested in this movement.

By-laws was one of the first subjects assigned to your board of directors. It has had the constant attention of the board, and perhaps more labor has been put upon that one thing than upon any other of the activities of the board during the nine months, and the result of the work of the board will come before you presently, and we do not as a board appeal to you to support it just because it is our unanimous judgment, and just because we feel that we have worked with a great deal of care over the problems that are there offered. We ask you to use your own best judgment. We as men, like yourselves, have tried to do the thing that seemed best. Your wisdom may be very much greater than that of the board, and some suggestions may very much clear the atmosphere, and assure greater success to the organization. That is what we are all here for. There is not a member of the board of directors who would not cheerfully welcome any suggestion that would make better and stronger and more useful the by-laws which we offer for your adoption.

### The Washington Headquarters.

The next thing we had to undertake as a board was the establishment of a headquarters in Washington, upon your order. Some of you have seen our headquarters. Those of you who have not should take the opportunity to do so before you leave. We are not extravagant in our headquarters, but we certainly have a very creditable place. We have chosen as an official staff the best brain and the best material that could be had (applause); not because we had no other staff, but because we had no other staff. The board of directors, having fallen heir to \$700 through the goodness of the Council of Commerce, disbanded as a result of our meeting, had gone strictly upon business lines, and spent only the money they had in hand, you can readily understand that no organization would have been created for your placed upon our shoulders the necessity of creating a great corporation that should be serviceable to you for all years to come, and to the nation at large, without capital, without any other thing, and that with the cost of the venture that created it and \$700 in the treasury, against which there were some very considerable liens. The establishment of that headquarters has been one of the prides of the board of directors, and we extend confidently before you to say that while not extravagant, it is long odds as efficient as the headquarters of this chamber will ever become, and is in the hands of men as loyal to your interests and the interests of the chamber as the chamber will ever have, if it lives a century, for the men who are serving you there know no other end as their duty as they have served us since their appointment in the early summer, and to-day they have given us the evidence, through the care with which they have gathered together their statistical records, of the wisdom which embodies in their presence the real Chamber of Commerce of the United States, as it shows itself to the people who come and go, and who correspond with your organization from day to day. (Applause.)

In the establishment of headquarters, the matter of publicity became one of the essential features, and it was de-

advantage of popular government. On such a subject as economy and efficiency, the examination first by an association like this and a report of what the facts are, sent to all the corners of this country down through your constituent Boards of Trade, will spread a knowledge that is essential before public opinion will formulate itself into some useful expression. One great difficulty is the bringing home to the people who ought to know them the facts upon which they are to act. That difficulty is what your function is chiefly to meet, as I understand it. You are to express your opinion on those facts and then spread abroad facts in order that you may have a public opinion in form of a referendum back of you when you attempt to point out to Congress what it should do.

### Chamber Should Train Secretaries.

As you go on forming these local Boards of Trade, and now this central one, the national Chamber of Commerce, you are making necessary a new profession, just as the Young Men's Christian Associations have made another. The functions of the secretaries of those associations were so peculiar and needed so much experience in order that they might be effective that schools were created for the education of the secretaries. This is what you will have to do in respect to secretaries of Boards of Trade and of Chambers of Commerce. You will have to have a school from which the new Chambers of Commerce can draw their secretaries, who will train the new membership in the way in which the organization can be built up, and give them a practical knowledge of how they can do what they are organized to do.

And now, my friends, I did not expect to speak so long. It is a very desultory conversation that I have held with you, but it is the result of thinking over the great usefulness that you can be to this country. I think the remarks of your president were peculiarly apt as to the function of the National Chamber of Commerce. You are not lobbyists. You do not come here to get before a committee and urge and persuade and threaten, but you are here to give expression to a very important part of the community, and the wider spread that part the more influential your statements are likely to be in order to secure from Congress a proper sense of proportion as to the important governmental matters that ought to have prompt and immediate attention.

appealed to by your board of directors, have cheerfully and readily come forward and said, "We know that is the proper thing to do." You cannot create a great organization without capital, and we are glad and ready to supply the need." (Applause.)

We passed back from our treasury into your hands, after expending that money in establishing the organization, a larger sum than you gave us to begin with. Like the leaves and fishes, the amount has increased with the spending, and better than that, we not alone have this comparatively small sum, it is true, to report to you as a cash balance, but we have the interest of men almost innumerable throughout the country, who have said to us, "We are going to supply you with an additional capital for 1913," and so far as that year is concerned, contributions to the organization fund will be sought and will be had from all parts of the United States, until we shall see our way through the budget of 1913 to the 31st day of December, with, at that time, we hope, a sum of money to pass over into 1914 as much larger than the sum we pass to you as the sum we will pass over to 1913 was greater than what we received. (Applause.) We are going to ask your help in that as time goes on, and we know it will be forthcoming.

### Commercial Organizations Strengthened.

The greatest service, I believe, which the Chamber of Commerce has rendered this year is in its helpfulness to the commercial organizations of the country. Everywhere that your field men have gone and everywhere that your board of directors and officers have gone, they have endeavored to subdivide the organization of the cities visited, to assist them into stronger financial positions, with a clearer conception of the great good that can come to their city as the result of efficient organization, and that service has been no little thing. Gentlemen, as time goes on, the Chamber of Commerce of the United States will render its greatest service in the increase of efficiency through the clearing house that may be instituted or established for the betterment and strengthening of the work of the commercial organizations of this country. There you reach back into the community, you educate the business sentiment of the largest and the smallest cities, you raise public spirit and commercial patriotism, you incline men to public service, and teach them to give their time in order that their commerce may be bettered, and the business interests of the community still further bettered. You are raising a new citizenship, with a new idea, as a result of the education going on under the auspices of this association, that will reach down into every hamlet and every town, and will make a consolidated citizenship of patriotic men, commercially patriotic instead of the patriotism of the older days, and who are ready to serve their country and give their time for the upbuilding of its industries and the expansion of its commerce, the purification of its politics and the general betterment of its people.

### Inter-relationships of All Classes.

These are the things you will do, which are in a sense ethical. They have a bearing not directly upon commerce, but, in the last analysis, that relationship which must exist between the people as a whole and the commercial interests of the nation will only exist upon the old-time friendly basis, a confidence in each other, a willingness to help each other, a willingness to forgive and to forget the past, and to move forward on the basis of the future. There exists a relationship that is as intimate as this organization of ours can create, tying together large and small cities, and organizations in those cities, into one bond and one unit for the good of the country as a whole. That is the service which must be the greatest service which, in the near future, you will render. I am not overlooking the importance to commerce of the great questions which will come up as the result of our deliberations. You will never pass one of those questions through without you have the influence that will exercise the home influence upon those who have your laws to make; and we may meet and resolve, and we may demand, and do anything we please, but until we have the good sense and the good judgment to cultivate and tie up to all sections of this country, it is so long we will go without adequate legislation to give us the protection and the encouragement which commerce needs. (Applause.)

### Outlook Harmonious.

We have every reason to believe that the outlook is most optimistic. There is not a single cloud in the sky of the Chamber of Commerce of the United States at this present moment. There is no shadow or a lack of harmony in its offices, within its board, or so far as I know now, within its delegations. We have not yet succeeded. Whatever of discussion may come as a result of the consideration of the questions that are to be brought before you, every man should discuss the questions in the way that he thinks it appeals to himself and to the interests which he represents. We have one end to gain, and only one. We may arrive at it through different channels or by different paths, but we are every one actuated by precisely the same motive, and anxious to achieve the same result, and if, in the course of our deliberations, one man should feel that his interests were assailed and another, in the desire to support his, should speak forcefully, let us know that it is absolutely out of the heart, that there is no offense meant and no offense will be taken, as none is intended, and in that way we will pass through our deliberations as harmoniously and peacefully as we passed through the convention of April, and yet will accomplish much more than was accomplished at that time.

### A Federal Charter.

You have every reason to believe that the future of your organization is very bright. We have tried, as you ordered, to secure a Federal charter. We have not yet succeeded. The matter has come up upon the special calendar, upon consent, I believe, and each time has been objected to. But, as Judge Clayton told you this morning, there is a strong sentiment in Congress in favor of giving us this right to live, and this diploma, if you please, and I believe we will get it, and it is the thing we should strive for, each in his own way, and with our own Congressmen, to see to it that in this session, if possible, and before you leave Washington, an appeal is made to those of your Representatives to give their support to this measure in order that the present Congress may not adjourn without action upon this important matter. (Applause.)

## BANKING AND CURRENCY.

Our present banking and currency system based upon laws enacted fifty years ago is entirely inadequate for the present needs of the people and the business interests of the country on which the welfare of our people depends.

That there is no necessity for the continuance of this condition in the United States, and for the recurring financial panics it tends to induce, is evidenced by the absence of such frequent financial disturbances in other countries.

The serious defects of our present system should be remedied by prompt and effective legislation, which, while preventing control by any self-constituted and self-perpetuating board, will in all its essentials safeguard not only business and commerce, but the interests of all our people, it being the conviction of this chamber that such legislation is infinitely more important to the worker, the farmer, the merchant, and manufacturer than to the banker.

Public discussion of this subject has indicated a general desire that the present intolerable condition be remedied without delay, but there is lacking definite proposal by Congress to meet the recognized need.

This resolution is therefore referred to the board of directors with the request that they take such prompt and vigorous action as will in their judgment contribute most effectively to the solution of this problem—Resolution adopted at the first annual meeting of the Chamber of Commerce of the United States of America.

## VOCATIONAL EDUCATION.

It is necessary that the youth of the land be educated to intelligent lives of service and efficiency in chosen occupations.

Half of all our children now leave school by the end of the sixth grade with only the rudiments of education which, in large part, they speedily forget, and with no preparation or guidance for life work.

The statistics are startling, and in sad contrast to the better practice of most of the nations of Northern Europe.

WHEREFORE, RESOLVED, That the establishment of Vocational Schools of manufacture, commerce, agriculture, and home economics throughout the land is imperative, and to the end that action may everywhere be stimulated and wisely directed, Federal aid and encouragement is essential.

RESOLVED, That we endorse the Page Bill (S. No. 3) in its essential provisions, and urge upon Congress its enactment.

Resolution passed at the first annual meeting of the Chamber of Commerce of the United States of America and personally transmitted to the members of the Senate January 24, 1913.

## BLANKET RESOLUTION

To the Chamber of Commerce of the United States of America: The Committee on Resolutions begs leave to report that it has received the following resolutions:

1. On the construction of transportation lines in Alaska by the United States.

2. A resolution recommending a statute that goods imported in bond may be taken out and re-exported.

3. A resolution looking to uniformity in export and import bills of lading.

That it is the judgment of the committee that these resolutions should be referred to the Board of Directors.

W. D. SIMMONS,  
Chairman.

## Board of Directors Elected at the First Annual Meeting of the Chamber of Commerce of the United States of America, Thirteen to Serve for One Year (1913) and Twelve to Serve for Two Years (1913 and 1914).

\*Indicates those who were elected to serve for one year.

### GROUP 1.

Maine, New Hampshire, Vermont, Massachusetts, Rhode Island, and Connecticut.

\*Frederick E. Boothby, Maine State Board of Trade, Portland, Me.  
\*John H. Fahey, Chamber of Commerce, Boston, Mass.  
Col. George Pope, Manufacturers' Association, Hartford, Conn.

### GROUP 2.

New York, New Jersey, Pennsylvania, Delaware, Maryland, and District of Columbia.

W. A. Marble, Merchants' Association, New York, N. Y.  
\*Edward G. Miner, Chamber of Commerce, Rochester, N. Y.  
\*Albert J. Logan, Chamber of Commerce, Pittsburgh, Pa.  
\*William D. Mullen, Board of Trade, Wilmington, Del.  
\*Willoughby M. McCormick, Merchants and Manufacturers' Association, Baltimore, Md.

### GROUP 3.

Virginia, North Carolina, South Carolina, Georgia, West Virginia, and Florida.

\*C. G. Craddock, Chamber of Commerce, Lynchburg, Va.  
R. G. Rhett, Chamber of Commerce, Charleston, S. C.  
J. W. Motte, Board of Trade, Savannah, Ga.

### GROUP 4.

Alabama, Mississippi, Louisiana, and Texas.

John W. Philp, Chamber of Commerce, Dallas, Tex.  
\*Philip Werlein, Progressive Union, New Orleans, La.

### GROUP 5.

Kentucky, Tennessee, Missouri, Arkansas, Kansas, and Oklahoma.

A. S. Caldwell, Business Men's Club, Memphis, Tenn.  
\*Elias Michael, Business Men's League, St. Louis, Mo.  
\*T. L. Temple, Board of Trade, Texarkana, Ark.

### GROUP 6.

Michigan, Wisconsin, Ohio, Indiana, and Illinois.

James E. Davidson, Board of Commerce, Bay City, Mich.  
\*August H. Vogel, Merchants and Manufacturers' Association, Milwaukee, Wis.

Homer H. Johnson, Chamber of Commerce, Cleveland, Ohio.  
\*Frederick Bode, Association of Commerce, Chicago, Ill.

### GROUP 7.

Minnesota, Iowa, North Dakota, South Dakota, and Nebraska.

\*E. P. Wells, Civic and Commerce Association, Minneapolis, Minn.  
George H. Kelly, Commercial Club of Omaha, Omaha, Nebr.

### GROUP 8.

Montana, Wyoming, Colorado, New Mexico, Idaho, Utah, Arizona, and Nevada.

Charles K. Boettcher, Chamber of Commerce, Denver, Col.

### GROUP 9.

Washington, Oregon, and California.

A. H. Averill, Chamber of Commerce, Portland, Ore.  
Paul T. Carroll, Chamber of Commerce, San Francisco, Cal.

## THE NATION'S BUSINESS.

PUBLISHED MONTHLY BY THE  
CHAMBER OF COMMERCE OF THE UNITED STATES OF AMERICA  
RIGGS BUILDING, WASHINGTON, D. C.

Subscription Price \$1.00 for 20 Issues

Publication Committee:  
John H. Fahey, Editor, Boston, Mass.; Frederick Bode, Editor, Chicago, Ill.; H. E. Miles, Editor, Racine, Wis.; G. Grosvenor, Editor, New York, N. Y.